SCORE II Mock Election Evaluation

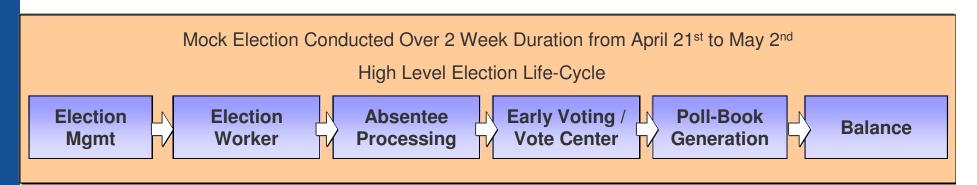
Produced by Jan Kuhnen

For the Colorado Department of State

May 23, 2008



Understanding the Mock Election



- ► A dedicated Mock Election Coordinator, Jan Kuhnen, was hired to manage the Mock Election process.
- ▶ A county workgroup was assembled to review all the mock election scenarios to validate and provide business process alternatives (if necessary).
- ► Forty-six (46) business scenarios were developed for the counties to execute during the 10 day Mock Election.
- ▶ A simulated production environment (sandbox) was used with actual production data to accurately simulate the election.
- ▶ All counties were asked to participate in this mock election.
- ► A schedule was published for counties to participate in conference calls based upon the size of the county.

- ▶ The Mock Election was conducted on Release 3.5 of the system. This release did not have provisional, permanent mail-in, and administrative void functions that are currently being tested in v 4.0.
- ➤ The 3.5 Release was sufficient for the mock election as it provided the suite of functions necessary for meeting the key objectives (next slide).
- ➤ Counties ran business operations concurrently during the mock and some even conducted load testing to further test system performance and stability.
- ► The Mock Election was supported by key CDOS, Saber, and other contracted resources. The Election Command center was staffed by the following:
 - ▶ Trevor Timmons, SCORE II Project Director
 - Jan Kuhnen, SCORE Mock Election Coordinator
 - ▶ James Lundy, Networking Specialist
 - ▶ Ken Slaughter, Saber Field Support Manager
 - ▶ Trent Parker, Saber Functional Analyst
 - Addition State and Saber resources were brought in as circumstances dictated.



Mock Election Objectives

- Identify system functional gaps
- Identify system connectivity gaps
- Identify system training gaps
- Identify necessary CDOS decision points and
- Instill county confidence in the voter registration and election management system

It is critical to note that the point of the Mock Election was to identify issues. Having issues during the mock was expected and is useful to the successful deployment and adoption of the system.

Mock Election Executive Findings

High Level Election Life-Cycle **Election Election Absentee** Early Voting / Poll-Book **Balance** Worker **Processing Vote Center** Mgmt Generation High pass ▶ Strong pass rate Strong system First time counties Issues with Issues with had setup an rate for processing and confidence for performance for balancing reports election scenarios absentee ballots early voting concurrent poll-▶ Training issue book processing. ▶ Kev issues with Complex for ▶ UOCAVA related to Vote center ballot setup and Process issue with small counties reporting concerns connectivity issues inventory. poll-book printing ▶ Mixed reports on New business Unaffiliated voter ▶ Issue with export report balancing processes for issue ballot styles large counties ▶ 100% county setup

Enterprise Findings

- ▶ Higher number of connectivity issues than expected.
- ▶ Good system performance and stability.
- ► Unaffiliated voters were not setup correctly functional and processing defect.
- ▶ CDOS tier 2 support improved over the duration of the mock.
- ► Saber help desk improved performance over time with active management.
- ▶ Approximately 1000 Spirit tickets were issued during this exercise with over 60% related to training.

- ► Strong training program is needed for counties to adopt to the system.
- ► Counties need more business process overview.
- ▶ Voter move issue was identified and resolution formulated.
- ► There were key policy issues identified that needed more clarification.
- ▶ The mock was successful as it:
 - Identified training needs
 - Identified functional gaps
 - Identified network / technology issues
 - ▶ Instilled confidence in the system

Action plans are in place to address all functional, technical, and training gaps identified.

Next Steps: Action Plan

Issue	Action Plan				
Connectivity	 DRC hired and providing root cause analysis Progress on SSL errors appears to being made System Patch applied 5/16/08 				
Unaffiliated Voters	 Set for 4.0 and 4.1 release Pollbook printing corrected in 4.0 release Pollbook back-end processing is set for 4.1 release Voter history posting is set for 4.1 release 				
 Address and resolve connectivity issues Review and improve business processes Defaults on certain fields would reduce mouse strokes Hot key deployment would cut processing time. 					
Report Balancing	 Critical need reports identified and being provided in 4.1 (i.e., Void Report by Ballot Stage – 12a&b) Also, a query description for each report to be provided by Saber for reference by the counties (compare apples to apples). 				
Training	 An extensive training plan to be developed with immediate implementation Counties are encouraged to repeat the mock election on their own to increase system familiarity 				
 Vote Centers Increase process speeds Unaffiliated voter issues affected processing Resolve tabulation interface issues for smart cards 					

Understanding the Mock Election – High Level Schedule

Day	Date	Mock Election Activity
Monday	4/21/08	Ballot Cert and Election Set-up—State & County
Tuesday	4/22/08	Close of Registration and Ballot Inventory Set-up Small and medium county call-ins
Wednesday	4/23/08	Poll Worker set-up and run Absentee labels or export Large counties call-in
Thursday	4/24/08	Absentee starts. Run Signature Card export Small and medium county call-ins
Friday	4/25/08	Run Absentee scenarios Large county call-in
Monday	4/28/08	Early Voting starts Small and medium county call-ins
Tuesday	4/29/08	Early Voting ends—close of business Large county call-in
Wednesday	4/30/08	EVERYONE to simultaneously run Poll books/Signature Cards Vote Center set-up Small and medium county call-in
Thursday	5/1/08	Mock Election Day – everyone to access Voter Search for one hour Large county call-in
Friday	5/2/08	Import E-poll Book and close election Small and medium county call-in

Mock Election Scenarios

- ► The Forty-six (46) business scenarios were executed during the Mock Election.
- ► The table to the right lists the scenarios with the date they were executed by the counties.
- ▶ Daily evaluations were completed by the counties that outlined their ability to complete the scenario.

Scenario	Component	Mock Date
Create an Election	Election Management	4/21/08
Ballot Certification	Election Management	4/21/08
Issue on a Primary Ballot	Election Management	4/21/08
Ballot Order	Election Management	4/21/08
Export ballot styles	Election Management	4/21/08 to 4/22/08
Ballot inventory set-up	Election Management	4/22/08
Assign election workers	Election Workers	4/23/08
Mail notification letters	Election Workers	4/23/08
Accept election workers	Election Workers	4/23/08
Decline election workers	Election Workers	4/23/08
Adding/Editing training class	Election Workers	4/23/08
Mail-in (absentee) processing Initial file	Absentee	4/23/08
Print training class rosters	Election Workers	4/23/08
Emergency registration with active ballot	Voter Registration	4/24/08
UOCAVA	Voter Registration/receive mail-in (absentee) ballots	4/24/08
Mail-in (Absentee)OTC	Voter Registration & ballot processing	4/24/08
Signature Card 2-Up and Signature Card 4-Up	Election Management	4/24/08
Receive mail-in (absentee) ballots	Receive Mail-in (Absentee) Ballots	4/25/08
Receive mail-in (absentee) ballots Rejects	Receive Mail-in (Absentee) Ballots	4/25/08
Undeliverable Mail-in (Absentee) Ballots	Receive Mail-in (Absentee) Ballots	4/25/08
ReplacementBallot processing	Receive Mail-in (Absentee) Ballots	4/25/08
Early Voting - Receive Absentee	Early Voting	4/28/08
Early Voting Address change Before Cutoff	Early Voting	4/28/08
Early VotingAffiliating an unaffiliated voter	Early Voting	4/28/08
Error in affiliation	Early Voting	4/28/08
Address change After Cutoff	Early Voting	4/28/08
Activity: Spoiling a ballot	Early Voting	4/28/08
Carry ballot	Early Voting	4/28/08
Transfer Credit	Early Voting	4/28/08
Balancing	Early Voting	4/28/08
Reallocate inventory	Early Voting	4/28/08
Create household labels for TABOR	Voter Search	4/28/08
Processing voters who are cancelled, inactive, etc.	Early Voting	4/29/08
Emergency registration	Early Voting	4/29/08
Early voting for a voter with an active mail-in ballot	Early Voting	4/29/08
Voter tries to vote twice	Early Voting	4/29/08
Early voting after early voting has ended	Early Voting	4/29/08
Pollbook	Election Management	4/30/08
Test your vote center connectivity	Election Management	4/30/08
Vote center reports	Election Management	5/1/08
Election Day	Election Day	5/1/08
Voting at Vote Center	Election Day	5/1/08
Vote Center Test	Vote Center	5/1/08
Mail-in (absentee) Late Ballots	Ballot Processing	5/1/08
Paying election workers	Election Workers	5/2/08
Post history and close election	Election Management	5/2/08



Mock Election – Summary from Week 1

Explanations for scenarios that fell below the 85% pass rate:

- Ballot ordering unfamiliarity with reports and where to find them
- Export ballot styles ballot tabulation exports either did not exist or unnecessarily created extra ballot styles due to an issue on a primary ballot
- ► Emergency registration with an active ballot – unfamiliarity with voter move and ballots in-flight
- UOCAVA many counties do not handle UOCAVA voters or have very few
- Over The Counter ballots label printing issues and effective date

Scenario	Mock Date	Evaluations Received	Completion Rate	Pass Rate
Create an Election	4/21/08	64	100%	100%
Ballot Certification	4/21/08	62	97%	97%
Issue on a Primary Ballot	4/21/08	50	78%	100%
Ballot Order	4/21/08	54	84%	85%
Export ballot styles	4/21/08 to 4/22/08	46	72%	70%
Ballot inventory set-up	4/22/08	54	84%	89%
Assign election workers	4/23/08	50	78%	96%
Mail notification letters	4/23/08	47	73%	91%
Accept election workers	4/23/08	47	73%	100%
Decline election workers	4/23/08	44	69%	100%
Adding/Editing training class	4/23/08	44	69%	98%
Mail-in (absentee) processing Initial file	4/23/08	39	61%	92%
Print training class rosters	4/23/08	47	73%	98%
Emergency registration with active ballot	4/24/08	44	69%	77%
UOCAVA	4/24/08	51	80%	80%
Mail-in (Absentee)OTC	4/24/08	45	70%	84%
Signature Card 2-Up and Signature Card 4-Up	4/24/08	46	72%	90%
Receive mail-in (absentee) ballots	4/25/08	51	80%	94%
Receive mail-in (absentee) ballots Rejects	4/25/08	45	70%	96%
Undeliverable Mail-in (Absentee) Ballots	4/25/08	44	69%	91%
ReplacementBallot processing	4/25/08	41	64%	100%

Mock Election – Summary from Week 2

Explanations for scenarios that fell below the 85% pass rate:

- Carry ballot Unfamiliarity with ballots pulling out of Absentee Inventory
- Processing inactive, cancelled voters – effective date/affiliation date
- Emergency Registration effective date
- ► Early voting with active mail-in ballot ballot in flight and effective date
- Late ballots system unfamiliarity
- Paying election worker functional defect
- ► Post history and close election could not balance

Scenario	Mock Date	Evaluations		Pass
		Received	Rate	Rate
Early Voting - Receive Absentee	4/28/08	42	66%	95%
Early Voting Address change Before Cutoff	4/28/08	53	83%	90%
Early VotingAffiliating an unaffiliated voter	4/28/08	55	86%	93%
Error in affiliation	4/28/08	55	86%	87%
Address change After Cutoff	4/28/08	52	81%	96%
Activity: Spoiling a ballot	4/28/08	52	81%	85%
Carry ballot	4/28/08	50	78%	84%
Transfer Credit	4/28/08	53	83%	91%
Balancing	4/28/08	49	77%	96%
Reallocate inventory	4/28/08	47	73%	95%
Create household labels for TABOR	4/28/08	29	45%	94%
Processing voters who are cancelled, inactive, etc.	4/29/08	52	81%	71%
Emergency registration	4/29/08	53	83%	84%
Early voting for a voter with an active mail-in ballot	4/29/08	49	77%	84%
Voter tries to vote twice	4/29/08	48	75%	90%
Early voting after early voting has ended	4/29/08	33	52%	88%
Pollbook	4/30/08	64	100%	98%
Test your vote center connectivity	4/30/08	36	56%	100%
Vote center reports	5/1/08	27	42%	100%
Election Day	5/1/08	31	48%	93%
Voting at Vote Center	5/1/08	25	39%	100%
Vote Center Test	5/1/08	9	14%	100%
Mail-in (absentee) Late Ballots	5/1/08	24	38%	79%
Paying election workers	5/2/08	30	47%	76%
Post history and close election	5/2/08	27	42%	74%



Mock Election Findings

Area Findings

Training

- The primary issues with the Mock Election concerned training issues.
- Approximately 60% of reported problems that were identified by the Saber help desk were categorized as trainingrelated. Other training related issues included:
 - Election Management training inadequate
 - Absentee pulling not well documented
 - Pollworker Module training
 - · Reports usage
 - · Ballot inventory usage

System Functionality

The following gaps were identified during the Mock Election:

- 1023 Spirit Issues Reported By Counties
- · Permanent absentee status
- Inadequate reports, including tracking of voided ballots
- Unaffiliated voters not affiliating for primary/printing on Pollbooks/Voter History
- Vote Center judge's assignment/acceptance
- District style generation for import to tabulation systems failing or not available
- · Health Care Facility designation
- Close of Registration Date and Eligibility Hunt
- Early Voting and Vote Center label printing delay
- Printing of Pollbooks
- Foreign address printing on Avery 5160 labels
- Election worker movement between county and tracking
- · Ballot transfer did not reprint label
- Payroll export
- · Election processing speeds
- Permanent mail-in designation

Network Connectivity

The following network connectivity, system performance, and other technology related issues and gaps were identified. These issues were more numerous and extensive than initially expected/anticipated:

- SSL errors
- · Slow and jerky mouse
- · Log-in difficulties
- Peripheral issues using label printers, scanners
- Frozen screens
- Vote Center blank screens
- · Vote Center multiple sessions open
- Counties reported not having access to Excel
- Counties reported unfamiliarity with mail merge, creating PDFs, exporting and data manipulation

Mock Election Findings

Area

CDOS Decision Points

Specific issues were identified that relate to CDOS business process and policy. These include:

- Voter move
- ID verification
- Absentee surrender
- Effective county communication
- CDOS response to critical issues
- Election readiness of election staff

It should be noted that the CDOS customer support pulled together quickly and the support of CDOS Administration was critical in this endeavor. System familiarity and knowledge was quickly garnered and communicated to the counties in an efficient manner.

CDOS has recognized some of the weaknesses in their organizational structure that have been created due to the implementation of a statewide voter registration and election management system. They are working to fill these gaps. A lesson learned is that the CDOS election area must accelerate their efforts on behalf of all counties. Decisions, processes and communication must move quickly at election time and beyond. This may well require a cultural change to provide election readiness.

County Adoption / Confidence

The Mock Election improved county confidence in the following key areas:

- Simultaneous pollbook generation statewide
- "Load" testing of pollbook generation and election day activities
- Server capabilities were measured and passed with high marks
- Counties coming off some legacy systems found the SCORE II application to be much easier to use than their legacy systems
- Other users found the logic in SCORE II to be easier than their legacy system
- Some counties found functional items in SCORE II that makes their election processes easier
- Given the extent of the connectivity and application errors, county confidence In business processes could not be measured



Mock Election – Future Risks

While no functional showstoppers were uncovered during the mock election, many critical issues identified must be corrected to ensure a successful 2008 election. These are:

- Connectivity and system performance
- Unaffiliated voter correction
- Creating extra ballot styles because of an issue on a primary ballot
- Unaffiliated voter not appearing on pollbook/E-pollbook
- Unaffiliated election day voters history not posting
- Business process speed
- Reports and balancing
- County end-user training
- Vote Center connectivity/processing

These risks must be mitigated for the upcoming Elections.



Saber Field Support Findings

The State of Colorado has purchased a Field Support Program from Saber for one year – this is in addition to the support currently provided across the Saber organization. This program provides six full-time employees and one manager to assist with county field support. The field support personnel were assigned county "routes" and scheduled to provide assistance throughout the mock. As counties were identified as needing additional support with the mock election, field support personnel were available to be pulled off their assigned county routes and redeployed.

Area	Finding					
Mock Election Notebook	 Counties expected communication regarding the mock in January Greater direction in notebook expected Review and revision by Saber beforehand would have captured errors County staff felt they were being tested versus the system. 					
System Functionality Pull Absentee button missed Mixed reviews on poll worker module dependent on county size and perpendence TABOR not included in on-line help and not recognized under House Ballot Inventory time consuming						
 Confusion on what to use Totals of perceived "like" reports not the same Report index helped a lot 						
Help Desk	 Too much log and dispatch Not enough follow-through Need more first call resolution 					
Online Help	 Good resource for counties to find help Counties should use content tab – it's the most user friendly Needs to include processes and checklists 					
Field Support	 Purpose and duration of the Field Support Group was/is unknown by counties Confusion over who can/should open/close Spirit tickets Review open tickets before visiting your county 					
Communication	 Needed – Daily newsletters great Ask counties when to Field Support should arrive On-line CDOS FAQ's would be helpful 					

Independent Validation and Verification Team Findings

Area	Finding					
Saber	 Do not apply hardware or software patches during the mock election that could potentially affect the testing. Have Saber review the mock election materials for potential application gaps before they are distributed to the counties 					
Simulation • Treat the mock as though it is a real election in every aspect (Vote Center train VC Bandwidth, back-up delay, Help Desk, etc.)						
System Observations	 Need to get a better understanding of when multiple log-ins with the same ID are possible. Need to understand the impact of this as far as support and troubleshooting issues. Need to make sure the Load Balancing rules are working correctly at the every level to minimize the impact to the counties. The site 2 active directory listings are much smaller that site 1. It appears that users are being bumped more frequently on site 1. Need to verify. This did improve during the second week. 					
Counties	 Keep in mind that counties have struggled every year with their legacy systems and training was not adequate then and may never be adequate, meaning it will be an ongoing need. The counties calls provided great feedback. Over communicating to the counties is a necessity. Include the county names and or number in the log-ins in the future. This information can be used to quickly identify potential problems that may occur if Metaframe is overloaded on Election Day. Counties were under the impression that they were being tested as opposed to the effectiveness of the training and support. Counties need to be re-assured that testing them is not the goal of the Mock Election. 					
CDOS	 Scripting of emergency phone calls would be beneficial moving forward. This keeps a consistent message and everyone on the same page. A process of e-mailing to the Saber Help Desk such as was in place for the mock needs to be put in place for the future. 					

CDOS Internal Findings

- 1. Team meetings were held daily in the a.m. and p.m. are very informative.
- 2. A standardized call list (paper or electronic depending on the process) is helpful.
- 3. In-depth training on SCORE II modules needed.
- 4. Develop and provide documentation and training aids.
- 5. Need an overview of reports.
- 6. Team sharing of "hot issues" for future calls.
- 7. Updated list of county contacts names and phone numbers.
- 8. Call center management of phones.
- 9. Consider communication with counties based on assigned counties.
- 10. Staff visits to counties helped integrate election law and the reality of elections.
- 11. Escalation of questions to Tier II worked well.
- 12. Good system for reporting issues to SABER Help Desk.
- 13. Availability of SABER expertise good during the mock.
- 14. SABER was slow to update on known issues/poor communication.
- 15. Mock election was a great training tool for those team members unfamiliar with elections.
- 16. Front line support management needs better communication of roles and perhaps management reorganization. Individual team member's strengths and weaknesses were brought to light and should be embraced.
- 17. Vote Center expertise missing in front line team.



System usage

- System performance was very stable during the entire mock election.
- System performance metrics demonstrate the capability of the system to meet state transactional requirements.
- ► These are a compilation of information gathered from the system log information being captured daily on the SCORE infrastructure.
- ➤ The information in the tables is intended to show the worst case or low points that were hit during the mock election period. It is important to remember that all the metrics with the exception of the Sandbox User Sessions are reporting on all the SCORE environments.

Site 1							
Session Data			Citrix Meta Frames Servers (1-10)			Database Servers (1-4)	
		Maximum	Maximum	Minimum		Maximum	Minimum
	Sandbox Users	Simultaneous	Processor	Memory	Maximum	Processor	Memory
Date	Sessions	Users	Utilization %	Available	Threads	Utilization %	Available
4/21/2008	124	135	7.89	1,357MB	3,026	9.50	15,574MB
4/22/2008	163	160	10.52	1,071MB	2,706	14.00	10,352MB
4/23/2008	172	96	13.20	1,756MB	2,219	6.67	11,186MB
4/24/2008	165	129	11.65	1,604MB	2,511	7.00	10,351MB
4/25/2008	174	118	10.17	776MB	2,435	4.50	12,587MB
4/28/2008	215	140	10.03	604MB	2,644	4.00	12,453MB
4/29/2008	203	160	13.14	925MB	2,630	7.83	9,673MB
4/30/2008	173	165	17.01	404MB	2,887	10.00	10,258MB
5/1/2008	249	166	15.79	737MB	2,745	3.00	9,681MB
5/2/2008	124	118	19.47	1,269MB	2,355	3.50	9,645MB
							-

Site 2

Session Data			Citrix Meta Frames Servers (1-10)			Database Servers (1-4)	
	Sandbox Users	Maximum Simultaneous	Maximum Processor	Minimum Memory	Maximum	Maximum Processor	Minimum Memory
Date	Sessions	Users	Utilization %	Available	Threads	Utilization %	Available
4/21/2008	88	107	9.55	1,367MB	2,354	21.83	13,862MB
4/22/2008	109	105	9.25	1,801MB	2,450	21.33	11,401MB
4/23/2008	131	146	10.73	930MB	2,746	13.50	9,403MB
4/24/2008	94	145	12.27	439MB	2,629	19.50	11,056MB
4/25/2008	99	106	8.07	629MB	2,308	17.33	11,625MB
4/28/2008	141	131	9.41	1,155MB	2,540	8.00	11,236MB
4/29/2008	140	145	18.88	1,695MB	2,575	12.83	11,429MB
4/30/2008	99	86	8.20	131MB	2,136	16.00	86MB
5/1/2008	138	150	11.42	1,188MB	2,720	25.33	54MB
5/2/2008	108	86	21.60	1,627MB	2,252	23.67	10,011MB



Next Steps: Proposed Training Program Through July 31

Planning

5/1 – 5/16

Election Activities:

- Voter Registration
- Reporting
- · Data Migration
- Election Worker

Phase 1

5/17 – May 31

Election Activities:

- Voter Registration
- Reporting
- Election Worker
- Election Setup
- Voter Movement

Phase 2 June 08

Election Activities:

- Voter Registration
- Reporting
- Election Setup
- Ballots
- Absentee

Phase 3 July 08

Election Activities:

- Voter Registration
- Reporting
- Absentee
- Early Voting Setup
- Vote Center Setup

Training Activities:

- · Finalize Training Plan
- Scope training resources
- · Build Reporting Index
- Finalize Regional Agenda
- Define Critical Reports
- Define SOP
- FAQ on Release 4.0
- Initiate Election Readiness

Training Activities:

- Voter Move "How To"
- Finish Regional Content
- · Hire Training Resources
- Dedicated Field Support
- Webinar Development
- Begin FAQs
- Initiate Listserv
- CDOS internal training

Training Activities:

- Conduct GS Training
- Conduct Webinars (2 / week)
- Produce 1 self-service video / web-based training (per week)
- Continue FAQs
- CDOS internal training

Training Activities:

- Conduct Large County Sessions
- Conduct Webinars (2 / week)
- Produce 1 self-service video / web-based training (per week)
- Continue FAQs
- · CDOS internal training

Training Content:

- Reporting definitions
- Scope 4.0 overview

Training Content:

- Voter Move Policy FAQ
- General FAQ
- Voter ID Policy Summary
- Reporting Webinar
- Election Worker 101
- · Release 4.0 Webinar
- Initiate MS Office 101

Training Content:

- Voter Move Training
- Election Worker
- Ballot Management
- Election Setup
- Absentee
- Policy updates
- Release 4.1

Training Content:

- Release 4.1 / Corrective builds
- Early Voting
- Vote Center
- Policy Updates
- · Tabulation Interface

Conclusion

The Mock Election was a vital element to the successful deployment of the SCORE II system. This successful exercise clearly illustrates the necessary actions and activities required for full election readiness. Critical activities for this program include:

- 1. Continued and active program management and effective county-level coordination for on-going activities, events, and associated election cycle activities.
- 2. Continued emphasis on internal program and county communication through multiple channels (email, web, conference calls, front line support, and other touch points).
- 3. Resolution and testing of remaining functional defects identified within the Mock Election. This includes deployment of scheduled functional releases 4.0 (May 27) and 4.1 (July 7).
- 4. Aggressive mitigation of the connectivity and technical issues by utilizing the DRC, CDOS and Saber technical team resources.
- 5. Execution of the training program to further develop county expertise using the SCORE II system.
- 6. Continued on-site Field Support to assist counties with key issues and training.
- 7. Dedicated county-based field support for counties with more problematic adoption concerns.
- 8. Continued development and refinement of CDOS based policies, procedures and business processes.
- 9. Execution of a Mini-Mock Election after a successful deployment of Release 4.1 in mid-July.
- 10. Completion of currently on-going performance and security testing.
- 11. Development of contingency plans for key business scenarios.

Additional status and performance reports are to be produced on a weekly basis on progress against these critical activities. Monthly reports will also be provided to the Steering Committee which includes CDOS and County representatives.

The Mock Election was successful and actions are in place to address remaining issues before the Elections.



Contributing Team

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